



An Rialálaí Agraibhia
Agri-Food Regulator



Annual Report 2025

Promoting fairness and transparency in the agri-food supply chain



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A Note from the Chairperson



As Chairperson of An Rialálaí Agraibhia, I am delighted to present the Annual Report for 2025 which was the second full year of operation for the Agri-Food Regulator. It was a year that contained significant milestones which marked progress, development and growth in fulfilling the vision of a fair and transparent agri-food supply chain.

A watershed moment occurred late in the year when Minister Martin Heydon signed Regulations conferring the Agri-Food Regulator with the power to compel the provision of price and market information from businesses in circumstances where voluntary requests for such information have not been complied with. Both

myself and colleagues on the Board consider this an essential power for the Regulator to address the issues of lack of transparency and information asymmetry in the agri-food supply chain.

I acknowledge the diligent work of the Minister and his officials during the consultative and legislative process before the new Regulations were signed into law. The Regulator has commenced preparing for the effective implementation of the Regulations to deliver meaningful and insightful price and market analysis.

Meanwhile, the valuable work of the Price and Market Data Analysis unit to make publicly available market information more accessible

continued. During 2025, interactive reports for the dairy, egg and poultry, horticulture, sheep and fruit sectors were produced and made available on the Regulator's website – these reports lay the foundation for the Regulator to establish itself as a reliable source of information to improve understanding of the functioning of the agri-food supply chain. These 'dashboard' reports bring together data from various sources and present it in a more accessible way through graphs and tables. This enables stakeholders right across the supply chain to better understand market dynamics.

Another central priority during 2025 was the expansion of compliance and enforcement activities of the Unfair Trading Practices Compliance and Enforcement unit. These included the careful consideration of annual compliance reports submitted by Compliance Reporting Buyers and the conducting of a survey of agri-food product suppliers to eight specific retailers and wholesalers.

Further, the number of inspections to monitor compliance with the Regulations undertaken increased compared to last year. It was also encouraging to see an increase in suppliers contacting the Regulator to file complaints or simply to make a query. This is a clear indicator of the increasing trust and confidence in the work of the Agri-Food Regulator.

A distinct highlight of 2025 for me was addressing participants at the Agri-Food Regulator's inaugural conference, as it was an opportunity to gather and interact with the diverse array of stakeholders of the Agri-Food

Regulator. From farmers and small food business entrepreneurs to policymakers, processors and retailers, it was a unique opportunity for all to build relationships and foster dialogue in our shared interest of a sustainable agri-food supply chain.

Beyond these key achievements and initiatives, the annual report showcases a wide range of areas in which the Regulator delivered upon its mission to act as an independent voice in the promotion of fairness and transparency in business-to-business relationships along the agri-food supply chain in 2025.

I would like to acknowledge the dedication of the Board, whose commitment to ensuring the Office fully fulfil its functions as envisaged, was instrumental in our achievements this year.

I am also thankful for the strengthening of the working relationship I have developed with Chief Executive Niamh Lenehan, along with the professionalism and commitment of the executive staff.

On behalf of the Board and the staff, I look forward to building on the achievements to date and the preparations to embark on the next phase of delivering a more transparent and fair agri-food supply chain that benefits all.



Joe Healy
Chairperson

Chief Executive's Review

2025 was a defining year for the Agri-Food Regulator as the organisation further built capacity to advance its statutory remit to promote fairness and transparency in Ireland's agri-food supply chain.

Over the past year, as a still relatively new organisation, particular focus has been placed on engaging meaningfully with stakeholders, the progressive strengthening of staffing capacity and expanding awareness of the role and functions of the Regulator.

The Regulator has prioritised the steady building of trust across the agri-food supply chain. As an independent and evidence-led organisation, the Regulator is committed to working constructively with all stakeholders and with particular regard for the viability of farming, fishing and small food businesses.

In respect of monitoring compliance with the Unfair Trading Regulations, the Regulator supported relevant businesses in submitting their first compliance reports, revised our report template based on feedback and analysis of these reports, undertook on-site inspections and handled an increased number of complaints.

During the year, the Agri-Food Regulator conducted two surveys concerning supplier trading experiences in the agri-food sector. The primary producer survey gathered feedback from farmers, fishers and growers for the second year, while the first survey of suppliers of agri-food products to the retail and wholesale sector



instigated an important annual process to help identify practices and pressures faced by businesses within the supply chain. While the level of engagement was encouraging, we look forward to building upon this in the coming years.

The Regulator's inaugural conference in May brought together key actors from across the supply chain to announce the findings of the supplier to retail/wholesale survey, hear about the importance of supplier surveys from the UK's Groceries Code Adjudicator and to discuss the EU perspective on fairness and transparency. The event was an important forum for conversation and reinforced the value of engagement between diverse and interlinked stakeholders including farmers, processors, retailers and industry bodies.



There was ongoing engagement with the Department of Agriculture, Food and the Marine on the need for the enhanced statutory power to compel price and market data and the introduction of the Agri-Food (Price and Marketing Information) Regulations 2025 in December are welcomed. The strengthening of the Regulator's price and market data analysis function is critical to ensuring that the organisation can deliver on its remit in a meaningful and impactful way.

The Regulator is committed to working collaboratively and constructively with all stakeholders to help overcome any challenges and to seize available opportunities to create a fairer and more transparent supply chain.

I would like to acknowledge the ongoing commitment of staff, the Board for its guidance and the engagement of stakeholders. Much progress has been made in 2025 and the Agri-Food Regulator is well positioned to advance its remit with greater impact and effectiveness in the year ahead.

A handwritten signature in blue ink, reading "Niamh Lenehan".

Niamh Lenehan
Chief Executive

About the Agri-Food Regulator

Who we are

An Rialálaí Agraibhia (Agri-Food Regulator) is an independent agency of the Department of Agriculture, Food and the Marine established on 13 December 2023 under the Agricultural and Food Supply Chain Act 2023¹ (the 2023 Act).

The Agri-Food Regulator comprises a Board of eight members including a chairperson. The executive staff is headed by the Chief Executive Officer.



¹ Agricultural and Food Supply Chain Act 2023.

What we do

Functions of the Agri-Food Regulator

The functions of the Agri-Food Regulator as provided in the 2023 Act are as follows:

- **Fairness and transparency in the agri-food supply chain** - in exercising this function, the Regulator shall have regard to the circumstances and needs of the agricultural and food sector including, in particular farming, fishing and small food businesses.
- **Information and engagement** - the Regulator will publish analysis of information about price and market data relating to the agri-food supply chain and on contingency issues.
- **Enforcement of unfair trading law** - the Regulator is responsible for enforcing agri-food unfair trading law and is the designated Enforcement Authority as required under Directive EU 2019/633 on unfair trading practices in business-to-business relationships in the agricultural and food supply chain.²
- **Compliance with unfair trading law** - the Regulator is responsible for enhancing understanding of and compliance with agri-food unfair trading law.
- **Guidelines** - the Regulator may, for the purpose of protecting supplier interests, publish guidelines for buyers about supplier protection and trading practices, whether generally or in a particular trade, business or professional sector.
- **Review of codes** - the Regulator may review codes of practice submitted from buyers.
- **Information and advice** - the Regulator can provide advice to the Minister for Agriculture, Food and the Marine (Minister) about (a) the agricultural and food sector, and (b) agri-food unfair trading law.
- **Consideration of legislation** - the Minister may consult the Agri-Food Regulator regarding proposals for legislation relating to any aspect of fairness and transparency in the agri-food supply chain.

² Directive (EU) 2019/633 of the European Parliament and of the Council.

Vision, Mission and Values

Vision

An agri-food supply chain operating in a fair and transparent way with particular regard for the viability of farming, fishing and small food businesses.

Mission

To act as an independent voice in the promotion of fairness and transparency in business-to-business relationships along the agri-food supply chain through, in particular, overseeing compliance with unfair trading law and proactive engagement with stakeholders on actions to improve transparency.

Values

■ Independence

we are independent with a commitment to evidence-based decision making and information provision.

■ Collaborative

we work in partnership with stakeholders in a manner that builds and maintains trust and promotes innovation.

■ Fairness

we are professional in our behaviour at all times and actively work to instil a culture of integrity and respect in all that we do.

■ Accountable

we are accountable for our actions and are transparent in how we use the resources available to us.



Strategy Statement 2024 - 2026

The Strategy Statement 2024-2026 sets out a roadmap for the work of the Regulator under four overarching key objectives and 17 specific actions.

Key Objectives

Enforcement of agri-food unfair trading law	Improved transparency on the functioning of the agri-food supply chain	Effective communication and engagement with stakeholders in promoting fairness and transparency	Building of organisational capacity with optimal use of resources to deliver an efficient and effective service
Development of overarching regulatory framework (support, monitoring and enforcement)	Development of effective stakeholder engagement channels and associated procedures	Build general awareness and understanding of the Regulator's role	Create the administrative structure to ensure appropriate management and systems are in place
Conduct compliance inspections	Analysis of information available publicly on price and market data		Effective use of human resources and performance management mechanisms
Ensure annual compliance reports from buyers submitted in line with statutory obligations	Seek price and market data information from businesses along the agri-food supply chain which is not publicly available	Develop a comprehensive stakeholder engagement plan	Proactive and supported engagement by staff and Board with training and development opportunities
Active engagement internationally		Active engagement with policy makers through appropriate structures	Use of external expertise where appropriate to build capacity
Operate a complaints procedure as per statutory provisions	Active consideration by the Regulator of instances where guidelines for buyers would be appropriate		Effective use and development of IT infrastructure as the organisation and needs evolve

This Annual Report sets out further details of the work undertaken during 2025 in meeting these key objectives.

2025 at a Glance

Enforcement of agri-food unfair trading law	Improved transparency in the agri-food supply chain	Effective communication and engagement with stakeholders	Building of organisational capacity
Ongoing and regular engagement with the largest retailers, wholesalers and primary producer buyers	Co-operation framework with stakeholders implemented with respect to data requests	Communications activities / campaigns for - the largest retailers, wholesalers, primary producer buyers and trade organisations regarding unfair trading law obligations - supplier representative bodies regarding understanding and awareness of supplier rights under unfair trading law - all stakeholders on how to use the Regulator's interactive dashboards	Staff numbers significantly increased
Complaints processed and investigations opened where appropriate	Review of the experience with data requests to date conducted with stakeholders		Strategic Workforce Plan developed
Enforcement actions undertaken			External services procured as required
Compliance inspections conducted	Interactive dashboards produced in dairy, egg and poultry, horticulture, sheep, and fruit sectors	Surveys undertaken and findings published	
Annual reports received from 'Compliance Reporting Buyers'		Media and general communications to highlight the existence of the Regulator and its main functions	Further development of policies and procedures
Active engagement at EU level (particularly with respect to review of the UTP Directive) including with the Enforcement Authority Network	Granting by the Minister of the power (from 31 December 2026) to compel the provision of data from businesses to improve transparency	Attendance at various stakeholder and industry events nationwide	Continued building of organisational identity by providing clarity on functions and developing scope through connecting with other public sector bodies in particular
		Inaugural Agri-Food Regulator Conference	



Monitoring and Enforcement of Agri-Food Unfair Trading Law

Under the 2023 Act and associated Regulations, the Regulator has robust investigative powers for the monitoring and enforcement of agri-food unfair trading law.

As the designated enforcement authority under the EU Directive on unfair trading practices, the Regulator works to ensure that the framework for implementing its legislative enforcement function is transparent and allows suppliers and buyers to fully understand their rights and obligations.

During 2025, the Regulator continued its extensive engagement with the largest agri-food retailers, wholesalers and direct buyers from primary producers through the regulatory framework in place. Various interactions during the year allowed the Regulator to engage with the buyers in respect of their approach to compliance with unfair trading law.

Compliance Monitoring Activities

Inspections

The Regulator carried out six on-site compliance inspections during the year. These inspections seek to ensure that the policies and procedures, systems, internal control mechanisms and arrangements relating to unfair trading practices and any mechanisms to address deficiencies, in a business, are in compliance with the 2023 Act and associated Regulations.

Compliance Reporting Buyers

A Compliance Reporting Buyer is defined as

- ☒ **any natural or legal person or group of persons established in the State**
- ☒ **who buys agricultural and food products, and**
- ☒ **had an annual turnover of more than €50,000,000 in the previous year.**

S.I. No. 625/2023 - Agricultural and Food Supply Chain (Unfair Trading) Regulations 2023

Compliance Reporting Buyers are required to submit an annual compliance report to the Regulator detailing the buyer's compliance with the Unfair Trading Regulations to cover the period of the previous calendar year. These annual compliance reports allow the Regulator to monitor compliance with the provisions of the Unfair Trading Regulations and are used to inform the conducting of risk-based inspections of agri-food buyer businesses.

The statutory deadline for the submission of compliance reports from relevant businesses is 31 March annually. The first reports were received by the Regulator in 2025 pertaining to the previous year. Liaison officers in each business were supplied with a template for the report by the Regulator and staff provided assistance to businesses with queries concerning the information required to be provided in the report. Based on the queries received, a number of 'frequently asked questions' were developed and published on the website.

The compliance report template for the 2025 return (due in March 2026) was amended following a review of the first annual report cycle process. In addition, a guidance document was developed and supplied to all relevant businesses in conjunction with the template to assist with completion.

Unfair Trading Practices (UTPs) and General Trading Surveys

Two surveys were undertaken by the Agri-Food Regulator during 2025.

The surveys are key elements of the work of the Unfair Trading Practices Compliance and Enforcement unit. The detailed findings of both surveys are published on the Regulator's website.

Supplier Survey

In February, the inaugural survey of suppliers of agri-food products to eight specific buyer businesses in the retail and wholesale sectors was conducted covering two areas: compliance with

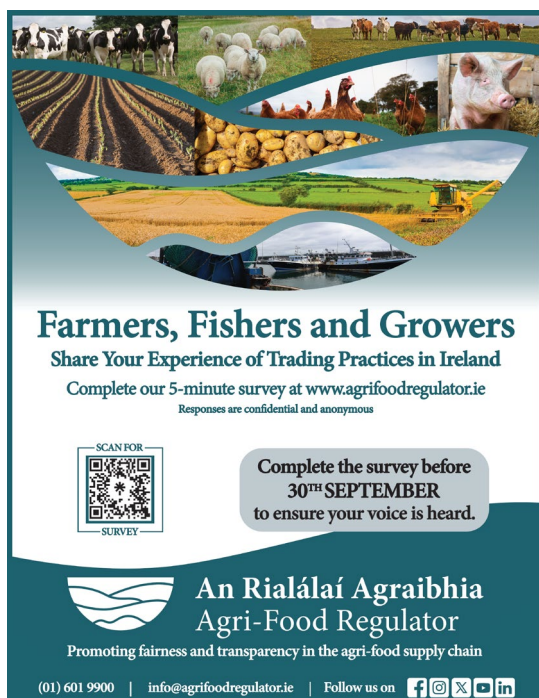
the Unfair Trading Regulations and general trading issues. The Regulator collaborated with the buyer businesses concerned (Aldi Ireland, BWG Foods, Dunnes Stores, Lidl Ireland, Marks and Spencer Ireland, Musgrave Group, Sysco Ireland and Tesco Ireland) during the development of the survey and requested that they share the survey link directly with their suppliers.

The survey received 306 responses which gave detail on a total of 948 trading relationships. The survey findings were launched at the Agri-Food Regulator's Conference held in May.



The main findings were as follows:

- A high overall level of supplier satisfaction with how buyers conduct their business;
- High levels of compliance with the Unfair Trading Regulations, but 1 in 7 respondents reported being subject to a UTP;
- Requiring the supplier to pay for loss or product deterioration in addition to delayed payments were the two most common issues faced by respondents;
- Lack of awareness on rights and the wish to maintain long-term relationships were key reasons for suppliers in not raising issues with buyers and
- Cost increases and inflation raised as the biggest concern facing suppliers in the year ahead (70%)



Primary Producer Survey

The second survey of primary producers was undertaken in September.

A total of 241 responses were received with 46% of respondents indicating that they did not raise an alleged UTP breach with anyone (down from 60% in the 2024 survey).

Complaints and Investigations Report

A secure online complaint submission form is available on the Regulator's website where agri-food suppliers can submit a complaint in confidence to the Regulator. Complaints can also be submitted by email, phone or by post.

A screening assessment is initially carried out which involves a detailed examination of the facts of the matter to determine if it falls within the scope of the Regulations before the matter is escalated, where appropriate to an investigation.

The Agri-Food Regulator continues to receive anonymous information through the online tip-off form facility on its website and all such information received is retained for possible future investigation if considered appropriate.

In 2025, the Regulator examined 51 complaints, 14 of which were carried forward from 2024.

A total of 17 complaints remained under consideration at year-end.

25 investigations were opened in 2025. Two were closed with 23 investigations ongoing at year-end.

Complaints		2025
Complaints received		37
Complaints carried forward		14
Total complaints examined		51
Complaints closed		34
Investigations		
Investigations opened		25
Investigations closed		2

The Agri-Food Regulator also participated in discussions and several working parties on the development of a new EU Regulation on cooperation amongst enforcement authorities responsible for the enforcement of the UTP Directive.

In addition to the processing of complaints and tip-offs received, the Regulator responded to a number of inquiries from individuals seeking guidance and/or clarification regarding the Regulations in place and applicability of the legislation to their own situations.

EU Activities

The Agri-Food Regulator actively participated in the Enforcement Authority (EA) Network at EU level. This included participating and presenting at the plenary meeting of the UTP Enforcement Network on 19 November 2025. This meeting included discussions on the evaluation of the UTP Directive and explored Member States' experiences with building trust within the food supply chain and tackling the 'fear factor' which may result in suppliers not reporting potential UTPs to enforcement authorities.

On 1 December, the European Commission published a report³ which summarises the main findings of the first evaluation of the Directive on UTPs in the agricultural and food supply chain.

³ *Evaluation of the Directive (EU) 2019/633 on unfair trading practices.*



Improving Transparency along the Supply Chain

The Regulator is responsible for promoting fairness and transparency in the agri-food supply chain. With the aim of improving transparency, the Regulator is tasked with publishing analysis of information about price and market data relating to the agri-food supply chain.

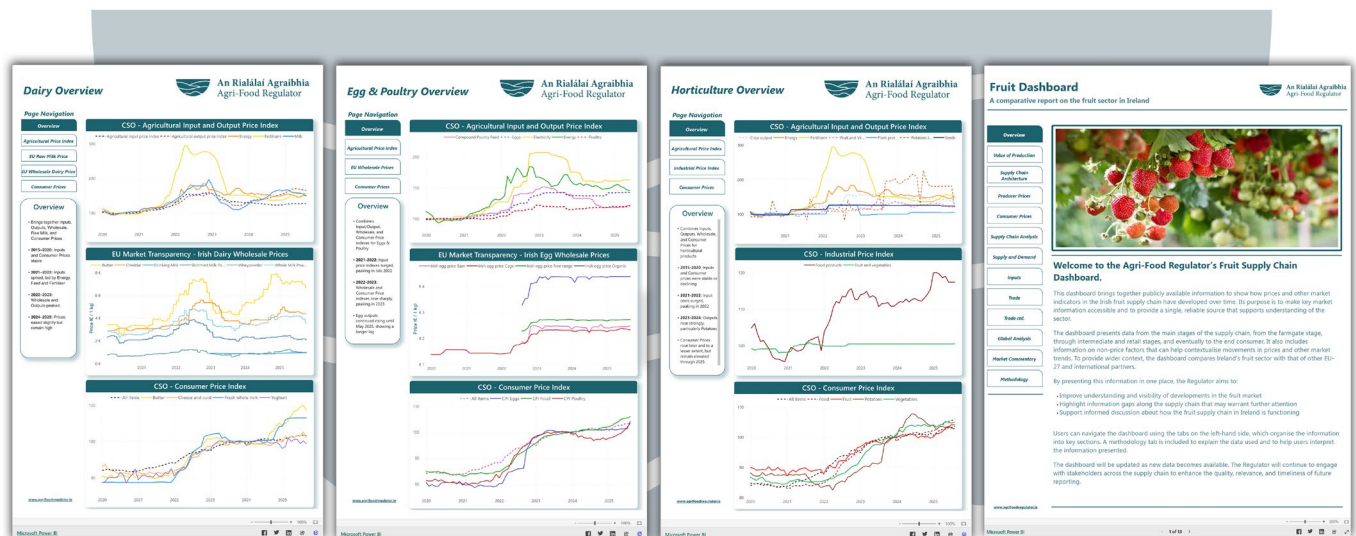
Building on the initial work undertaken in 2024, the Regulator produced interactive dashboard reports on the dairy, egg and poultry, horticulture, sheep, and fruit sectors and made these available on the website. These reports bring together publicly available information in the respective sectors with the aim of improving transparency and market understanding.

These reports also provide a foundational baseline to build upon as the Regulator prepares to exercise its newly granted powers to seek and compel where necessary, private price and market information from businesses across the agri-food supply chain.

New Function for the Agri-Food Regulator

In September 2024, the Board of the Agri-Food Regulator wrote to the Minister recommending the introduction of additional Regulations to allow the Regulator to compel the provision of price and market information from businesses.

On 16 December 2025, the Agri-Food (Price and Marketing Information) Regulations 2025 (S.I. No. 629 of 2025)⁴ were officially signed into law by Martin Heydon TD, Minister for Agriculture, Food and the Marine. The Regulations come into operation on 31 December 2026.



⁴ Agri-Food (Price and Marketing Information) Regulations 2025.



Effective Communication and Engagement with Stakeholders

The Regulator is committed to supporting compliance with unfair trading law and working in partnership with stakeholders along the agri-food supply chain to increase transparency. Effective communication and engagement are key to building relationships and leveraging the potential of the Regulator's role.

Engagement and Awareness

During 2025, extensive efforts continued to inform a diverse stakeholder group of the existence of the Agri-Food Regulator and to raise awareness and understanding of its functions.

The following provides an overview of the main activities:

- Extensive ongoing engagement with key stakeholders and representative bodies where appropriate. The Regulator also participated in a number of conferences and other events on invitation.
- A 'compliance reporting buyer' campaign was run in early 2025 to alert relevant businesses to their obligations under the Unfair Trading Regulations.
- The Regulator continued to develop its website resources with the 'frequently asked questions' updated based on ongoing stakeholder interactions.
- Meetings with stakeholder bodies in the public sector including Bord Bia, Teagasc and the Competition and Consumer Protection Commission were held to further establish the Regulator and its remit within the landscape of the agri-food sector. Opportunities for collaboration on matters of mutual interest were explored.



Farmers, what can the Regulator do for you?

Enforce unfair trading law: legal protection against 16 specific unfair trading practices (UTPs)

- If you feel you were subject to a UTP, you can make a confidential complaint or tip-off

Price & market data analysis: information on price and market data to help with your business

- Sectoral reports, including the Beef Dashboard, are available to view on our website

For more information, visit www.agrifoodregulator.ie

Meet Us at Ploughing 2025
Government of Ireland Village
Block 3 | Row 14 | Stand 276

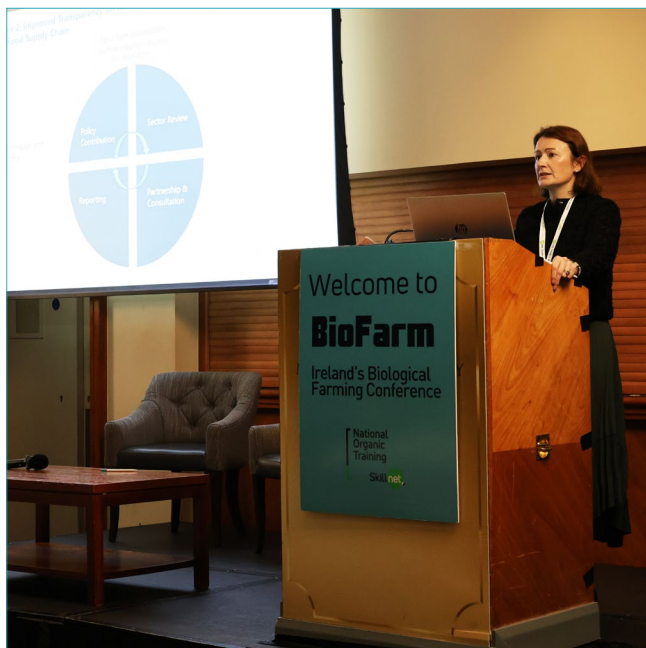
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- Staff members including Niamh Lenehan, CEO used media and conference speaking opportunities to promote the work of the Regulator.
- The Regulator also attended the Tullamore Show in August and the National Ploughing Championships in September where it engaged extensively with visitors in each case.
- The Regulator continued to maintain a dedicated social media presence across a number of online platforms.





An Rialálaí Agraibhia
Agri-Food Regulator

Address

Joe Healy,
Chair of the Board,
An Rialálaí Agraibhia



International Engagement

EU Agri-Food Chain Observatory

Establishment of the EU Agri-Food Chain Observatory (AFCO) was announced in March 2024 as part of the EU's efforts to strengthen farmers' position in the food supply chain. Ireland is represented on AFCO by the Department of Agriculture, Food and the Marine in addition to the Agri-Food Regulator.

As an informal grouping, AFCO aims to improve transparency and understanding in the agri-food supply chain by analysing prices, costs, and the distribution of margins and added value while respecting confidentiality and competition rules. An important aspect of the work is the building of trust among all actors involved in the agri-food supply chain.

The Regulator participated in three AFCO meetings during the year. Approaches to improving transparency across the supply chain has been the subject of a number of case studies presented by various Member States through the group. Further, the gathering of sources of relevant publicly available data has been a focus.

Groceries Code Adjudicator

The Agri-Food Regulator invited Mark White, CEO of the Groceries Code Adjudicator (GCA) to address the Regulator's conference in May 2025. The GCA is an independent statutory office which regulates the relationship between designated retailers and their direct suppliers through the Groceries Supply Code of Practice in the UK.





IRISH BABY
POTATOES

Building of Organisational Capacity

The Regulator strives to build an effective workforce who actively engage with developmental opportunities and a workplace environment that is agile and innovative and appropriate to an organisation with a demanding legislative remit.

Equality, Diversity and Inclusion

The Agri-Food Regulator is committed to equal opportunity employment and all employment decisions are based on merit, qualifications and abilities. The organisation's recruitment policy reflects the belief that diversity in all areas, including gender expression, cultural, generational, language and national backgrounds is necessary to achieve strategic objectives in domestic and global markets.

The Agri-Food Regulator is committed to ensuring equality of opportunity and that no staff member or applicant for employment receives less favourable treatment than any other on grounds of gender, marital status, family status, sexual orientation, religious beliefs, age, disability, race, or membership of the Traveller community. Personnel and staff development programmes are structured accordingly.

The Regulator strives to assist staff in relation to career and personal needs and operates appropriate policies covering areas such as professional development, blended working, study leave, flexible working and career breaks. The Regulator is also committed to implementing government policy in relation to the employment of persons with disabilities in the public sector.

Training for all staff in the area of diversity and inclusion was provided in December.

Organisational Policies

During 2025, the organisation continued to develop and enhance its policies and procedures.

The Regulator procured the services of external providers to cover the areas of Human Resources, Data Protection, Legal, Financial Services, Public Relations and Market Research.

Staffing

At year-end, the Regulator had reached a staff complement of 17 as allocated upon establishment. A Strategic Workforce Plan was submitted to the Minister during the year. An additional five staff were allocated to the Regulator for 2026.

Safety, Health and Welfare at Work

The Agri-Food Regulator implements the provisions of Safety, Health and Welfare at Work legislation, including the preparation and operation of a Safety Statement embracing all matters affecting safety, health and welfare of staff and visitors to the Regulator's premises.



Corporate Governance

Board Structures

The Board of the Agri-Food Regulator comprises a Chair and seven ordinary members (of whom at least three shall be primary producers) appointed by the Minister. The Board provides strategic direction to the Executive in carrying out the Regulator's functions.

The following Board members were appointed to the Agri-Food Regulator following a competitive process run by State Boards under the Public Appointments Service.

Name	Term of appointment	Board Meetings attended in 2025
Joe Healy (Chairperson)	5 years	16
Paul Brophy	4 years	14
Karen Brosnan	5 years	15
John Comer	5 years	15
Margaret Dineen	5 years	16
Elaine Donohue	4 years	12
Grace McCullen	4 years	16
Angus Woods	4 years	15

Eight Board meetings were scheduled in 2025 with an additional eight ad-hoc meetings occurring throughout the year.





The Roles of the Chair and the Chief Executive

The roles of the Chair and Chief Executive of the Agri-Food Regulator are separate.

The Chair leads the Board in the determination of its strategy and in the achievement of its objectives. The Chair is responsible for organising the business of the Board, ensuring its effectiveness and setting its agenda. The Chair facilitates the effective contribution of all Board members and constructive relations between the executive and Board members, ensuring that Board members receive relevant, accurate and timely information.

The Chief Executive has direct charge of the Agri-Food Regulator on a day-to-day basis and is accountable to the Board for the Regulator's financial and operational performance. The CEO's annual salary was €119,882 with standard civil service arrangements.

Board Committees

The Audit and Risk Committee (ARC) is responsible for maintaining an appropriate relationship with the external auditors and for reviewing the Agri-Food Regulator's internal audit resources, internal controls and the audit process. It assists the Board in seeking to ensure that the financial and non-financial information presents a balanced assessment of the Regulator's position.

Board Responsibilities

The Chair addresses any conflicts of interest Board members may have with the agenda items at the start of each meeting. Standing agenda items at Board meetings include draft minutes of the previous meeting, a report from the ARC, the Chief Executive's report and any other business. The Board carries out an ongoing assessment of risks to the organisation which sees a review of the risk register at each meeting. It has established a risk management policy for identifying, analysing, evaluating and mitigating of risks to the organisation.

The Board complies with the relevant aspects of the Public Spending Code and matters reserved for the Board for decision, and not delegated to management, include approval of, inter alia, major investments, major contracts, annual budgets, annual reports and financial statements.

Code of Practice

For the purposes of applying the Code of Practice for the Governance of State Bodies 2016, the Agri-Food Regulator is regarded as a non-commercial State Body.

The Board is committed to maintaining the highest standards of corporate governance and best practice and confirms that the provisions of the Code are being implemented. The Board has adopted Terms of Reference which sets out the legislative framework, general and particular functions fiduciary duties, reporting responsibilities, procedures for making decisions between Board meetings and for dealing with conflicts of interest. A formal schedule of matters specifically reserved to the Board for decision has also been adopted.

The Board reviews the Terms of Reference of the Board and the Audit and Risk Committee on an annual basis.

During 2025, the Board held two sessions without the Executive present. Two governance oversight meetings were held between the Regulator and the Department of Agriculture, Food and the Marine in 2025.

Board Members and Independence

All Board members have access to advice and services of the Board Secretary who is responsible to the Board for ensuring that Board procedures, rules and regulations are complied with.

The Regulator's professional advisors are available for consultation by Board members as required.

Gender Balance

Since establishment, the Board has had an equal split between female and male board members with no positions vacant at year end. The Board therefore is fully compliant with the Government target of a minimum 40% representation of each gender in the membership of State Boards.



Ethics in Public Office

The provisions of the Ethics in Public Office Act 1995 and the Standards in Public Office Act 2001 have been implemented in full by the Agri-Food Regulator. Board members and staff members holding designated positions are required to submit statements of interests annually.

Freedom of Information

The Agri-Food Regulator is a prescribed organisation under the Freedom of Information Act 2014. The Freedom of Information Act establishes three statutory rights:

- A legal right for each person to access information held by public bodies;
- A legal right for each person to have official information held by a public body, relating to him/herself, amended where it is incomplete, incorrect, or misleading;
- A legal right to obtain reasons for decisions affecting oneself taken by a public body.

In addition, the Agri-Food Regulator is also subject to the requirements of the Data Protection Acts 1988 to 2019 and the General Data Protection Regulation (GDPR) (EU) 2016. The Data Protection Acts protect the privacy of individuals whose personal data is being processed. Personal data is information relating to a living individual who can be identified from the data itself or in conjunction with other information held.

Protected Disclosures Act 2014

There were no protected disclosures made to the Agri-Food Regulator during 2025.

Prompt Payments

In accordance with the provisions of the Prompt Payment of Accounts Act 1997, as amended by the European Communities (Late Payment in Commercial Transactions) Regulations 2002, the Agri-Food Regulator is committed to ensuring that all suppliers are paid promptly. During 2025, all payments were made within 30 days as required under the legislation. Arrangements are being made to ensure that, from 2026 onwards, the Regulator adheres to the Government requirement that payments to suppliers are made within 15 calendar days of receipt of a valid invoice.



Corporate Procurement Plan

The Agri-Food Regulator's Corporate Procurement Plan as published on the website sets out how it undertakes its procurement functions in compliance with the Office of Government Procurement Framework and the 2016 Code of Practice for the Governance of State Boards.

The Plan demonstrates the Regulator's commitment to achieving value for money and implementing the most effective procurement processes by the Regulator. Under the Terms of Reference for the Board of the Agri-Food Regulator, all procurements of €150,000 and above must be approved by the Board.

Public Sector Equality and Human Rights Duty

Section 42 of the Irish Human Rights and Equality Commission Act 2014 places a positive duty on public sector bodies to have regard for the need to eliminate discrimination, promote equality, and protect human rights in their daily work.

The Agri-Food Regulator is committed to the promotion of equality and human rights in all aspects of our work for both staff and stakeholders.





An Rialálaí Agraibhia Agri-Food Regulator

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